

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### **Kennedy Valve Manufacturing Company, Inc.**

#### **New York Manufacturing Extension Partnership**

#### **Kennedy Valve Adopts and Implements Lean Enterprise Principles**

##### **Client Profile:**

The Kennedy Valve Company, located in Elmira, New York, was founded in 1877. It is privately held by McWane Inc. and is one of the world's largest manufacturers of fire hydrants, check valves, indicator posts, gate valves and butterfly valves. The company specializes in products for waterworks distribution, potable and waste water treatment, and fire protection system projects. Kennedy Valve employs 400 people.

##### **Situation:**

Kennedy Valve started its Lean transformation as part of an ongoing effort to keep their competitive edge and grow successfully in the future. Early in the process, Kennedy Valve decided to seek outside help to act as its Lean mentor to encourage the organization, and to provide unbiased advice and coaching. Kennedy Valve reached out to the Alliance for Manufacturing and Technology (AM&T), a division of the New York Manufacturing Extension Partnership (NYMEP) and a NIST MEP network affiliate, to assist in the Lean effort.

##### **Solution:**

AM&T helped Kennedy Valve lay out a Lean roadmap and provided consulting support throughout the effort. AM&T provided training in Lean Enterprise Concepts for the workforce at the company's facility. The training combined lecture and hands-on manufacturing simulation to illustrate the impacts of implementing Lean concepts on a simple manufacturing process. Additional training was provided in Value Stream Mapping (VSM), which was used to map out each of Kennedy Valve's primary value streams. Teams gathered current state data, including cycle times, changeover times, quality, equipment reliability and travel distances to put together a picture map of their current state. Then, by examining where the waste and other issues were occurring, they developed future state maps and the corresponding improvement plans. Rapid Improvement Events and other workshops were conducted to address specific issues and non-value added activities. These events used a systemic approach (Plan, Do, Check, Act) to make the improvements and included: 5S (Workplace Organization), Set-Up Reduction, TPM (Total Productive Maintenance), Cell Flow, Layout, and Pull Systems. Lean concepts and tools were implemented in all product lines and areas in the plant.

##### **Results:**

- \* Reduced inventory by over \$1 million.
- \* Reduced lead time by 23 percent to 75 percent.
- \* Improved on-time delivery by 7 percent to 16 percent.
- \* Improved communication and workforce morale.

##### **Testimonial:**

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"AM&T has helped us create a more predictable and reliable process. We have significantly improved our culture, and we are just beginning to realize the full impact of our efforts."

Arne Feyling, Vice President